

In The Matter Of:
Department of Education
In Re: Great Oaks Charter School

Hearing
April 2, 2014

Wilcox & Fetzer, Ltd.
1330 King Street
Wilmington, DE 19801
email: depos@wilfet.com, web: www.wilfet.com
phone: 302-655-0477, fax: 302-655-0497



THE STATE OF DELAWARE
DEPARTMENT OF EDUCATION

.. .. .

-- PUBLIC HEARING --

IN THE MATTER OF:)
)
Great Oaks Charter School)

.. .. .

Department of Education
The Townsend Building
2nd Floor Cabinet Room
401 Federal Street
Dover, Delaware 19901

Wednesday, April 2, 2014
6:00 p.m.

.. .. .

BEFORE: Jennifer Nagourney, Executive Director
Charter Office, Department of Education

Donna Johnson, Executive Director
State Board of Education

ATTORNEY: Catherine T. Hickey, DAG
Attorney for Department of Education

.. .. .

-- Transcript of Proceedings --

WILCOX & FETZER
1330 King Street
Wilmington, DE 19801
(302) 655-0477
www.wilfet.com



WILCOX & FETZER LTD
Registered Professional Reporters
(302) 655-0477
www.wilfet.com

1 MS. NAGOURNEY: Good evening. I
2 declare this public hearing to be open. My name is
3 Jennifer Nagourney. I am the Executive Director for
4 the Charter School Office of the Delaware Department
5 of Education. I have been appointed by the
6 Secretary of Education to conduct this public
7 hearing.

8 Great Oaks Foundation has filed an
9 application to open a new charter school in
10 Delaware. I will now ask the others with me today
11 to introduce themselves.

12 MS. HICKEY: Catherine Hickey. I'm a
13 Deputy Attorney General, and I serve as counsel to
14 the Department of Education.

15 MS. JOHNSON: Hi. I'm Donna Johnson.
16 I'm the Executive Director of the Delaware State
17 Board of Education.

18 MS. NAGOURNEY: This joint public
19 hearing is being held by the Department of Education
20 and the State Board of Education to give the school
21 the opportunity to provide information about and
22 comment on the application and also to receive
23 public comments.

24 I would like the record to reflect the



1 notice of the time, date, and place of today's
2 public hearing was published in the News Journal and
3 the Delaware State News on March 17, 2014. In
4 addition, notice was posted at the Charter School
5 Accountability Committee's official place of
6 business, on the Department of Education's official
7 website, and on the State Public Meeting Calendar on
8 the state official website on February 18, 2014.

9 Further, the applicant was personally
10 notified of the time, date, and place of today's
11 public hearing on February 20, 2014.

12 The court reporter is present so that a
13 record of this hearing can be made. It will be
14 necessary for each speaker to clearly identify
15 himself or herself before beginning to speak so the
16 court reporter will be able to note who you are.

17 The record of this hearing will be
18 provided to the Secretary of Education and members
19 of the State Board of Education, together with any
20 written or electronic comments received at or before
21 this hearing.

22 We will proceed in the following
23 manner: First we will hear from any representatives
24 from the charter school who wish to speak. Then we



1 will take comments from anyone else who decides to
2 speak. There are sign-up sheets outside. If there
3 is anyone who wants to speak who has not yet signed
4 in, please do so right now. I am now going to go
5 get the sheet.

6 Okay. Can I have a show of hands of
7 all of those who desire to make comments? I see
8 only three people. Are you for Great Oaks?

9 UNIDENTIFIED SPEAKER: Oh, no. Sorry.

10 MS. NAGOURNEY: Okay. Hands for
11 everyone making comments for Great Oaks? Okay. We
12 try to be as liberal as time will allow in accepting
13 comments. We have set a limit of three minutes per
14 speaker. However, I do reserve the right to limit
15 comments that are repetitive or cumulative. At this
16 point we will accept comments from any
17 representative from the school.

18 MS. HUTTON: I'm Sarah Hutton. I'm on
19 the board of Great Oaks, Wilmington. The Great Oaks
20 Foundation currently supports two existing charter
21 schools, one Newark, New Jersey, and one in New York
22 City. And the model was inspired by the Match
23 School of Boston.

24 What is the main focus of their model



1 is the tutor core. Every student receives at least
2 two hours of daily one-on-one or small-group
3 tutoring as part of the school day. And this serves
4 to not only assist the students in their growth, but
5 it also will serve as a human capital pipeline for
6 Delaware, as many of these students end up getting
7 their advanced degrees in teaching and continuing to
8 teach in this or other schools in the area.

9 On behalf of the board, everyone is
10 excited about the opportunity to bring this school
11 to Wilmington. Great Oaks has a track record of
12 success. On top of outperforming some other charter
13 and district schools in literacy and math, they also
14 have the third highest average student growth in
15 literacy and math in Newark. So they really made
16 some improvements for students who were not
17 necessarily high performing when they came in.

18 Great Oaks New York City is in the
19 first year, but interim assessments indicate that
20 this will be the same case in New York City.

21 Representatives from Great Oaks
22 distributed a petition for the schools throughout
23 the greater Wilmington area and received hundreds of
24 signatures. I think we turned that in last time.



1 MS. NAGOURNEY: Uh-huh.

2 MS. HUTTON: And the proposed executive
3 director, Kia Childs, has deep roots in Wilmington,
4 and she has already been reaching out to the
5 community and a lot of organizations that she had
6 connections with growing up, including the Forum to
7 Advance Minorities in Engineering, the Christina
8 Cultural Arts Center, Kumba Academy, The Boys and
9 Girl Clubs, and Wilmington Urban League.

10 And, lastly, before we show the video,
11 I just want to say the founding board brings a
12 diverse set of skills. Christina Grant has more
13 than ten years of teaching fundraising and charter
14 school management.

15 Kia Childs, who I already mentioned,
16 brings experience teaching, developing curriculum,
17 and recruiting school staff.

18 Jeff Langdon is a CPA in Delaware and
19 will help with financial management.

20 Michael Maxwell is a Delaware lawyer
21 and will help with the legal issues.

22 And I oversee middle and high school
23 programming at the Latin Community Center. And,
24 from a community standpoint, I can say that parents



1 are definitely looking for this extended-day, tutor
2 type of model for their children. Especially given
3 the fact that the purchase of care model runs out
4 when a child turns 13, they are looking for a way
5 for their students to receive help.

6 So this is definitely something the
7 community wants. And if we could show the video
8 really quick, that would be great.

9 MS. NAGOURNEY: We will be using these
10 speakers. As you can see, they are quite small, so
11 I will ask for everyone's silence while the video
12 plays.

13 MS. HUTTON: That's all.

14 MS. JOHNSON: Is that on a jump drive
15 or --

16 MS. NAGOURNEY: It is, but I actually
17 already have it as part of the record, so we will
18 post it again.

19 MS. JOHNSON: Okay.

20 MS. NAGOURNEY: Okay. Are there any
21 other representatives from the school? Okay. At
22 this point I will accept comments from anyone else
23 who desires to speak.

24 MS. DOLAN: Hi. I'm Nelia --



1 MS. NAGOURNEY: Please come up to the
2 table.

3 MS. DOLAN: Okay. Do I sit down?

4 MS. HICKEY: Yes. It makes it easier
5 for her.

6 MS. DOLAN: My name is Nelia Dolan, and
7 I am a parent from the Cape Henlopen School
8 District. And I have been coming up to a few
9 meetings over the last six months or so just because
10 of concerns I have in what's happening in the
11 charter schools in my area, and then I started
12 looking at what's going on in other places. So I
13 have wrote this down because, you know, I get
14 nervous.

15 So charter schools are growing at a
16 rapid pace in New Castle County with four new
17 charters slated to open this year, as everybody
18 knows, and four possible opening in September of
19 2015, all middle and high schools.

20 I have stated publicly that I don't
21 like what I see is happening in the charter schools
22 in Delaware. I wish the Charter School Network and
23 individual charter schools would work harder to stop
24 what I see as the stratification and segregation



1 that is happening in charter schools.

2 I wish our state representatives would
3 take a proactive role and introduce legislation that
4 would both mandate and help our charter schools in
5 balancing the student bodies. But these issues are
6 not why I am here today.

7 My biggest concern is the driving force
8 behind the national charter movement. Although the
9 charter movement may have started at the grass roots
10 level, as it has in Delaware, recently the model has
11 slipped with national corporations spearheading the
12 rapid expansion of charters schools until the rapid
13 expansion of charter schools in many communities.

14 Why this sudden interest from
15 non-educational institutions in starting up charter
16 schools? Money. Kristen Rawls from AltNet.com has
17 looked at the invisible ways corporations profit
18 from the startup of non-profit charter schools.

19 Thanks to a law passed by Congress in
20 2000 known as the New Markets tax credit, banks and
21 equity funds that invest in charter schools can take
22 advantage of a tax credit, as much as 39 percent to
23 help offset their expenditure in charter schools.
24 That credit can amount to doubling the amount of



1 money they have invested within seven years.

2 They are allowed to combine that tax
3 credit with job creation credits, as well as collect
4 interest payments on the money they are lending out
5 to corporate charters. All of this can add up to
6 more than double in returns. This is why so many
7 big banks and equity funds are so invested in the
8 expansion of charter schools. There is little risk
9 involved due to the nature of the charter school.

10 Another federal program called EB-5
11 allows rich donors throughout the world to invest
12 500,000 or more in charter schools to purchase
13 immigration visas for themselves and their families.

14 As Rawls points out, these corporate
15 sponsors can also wage massive national opinion
16 campaigns creating the broad perception in popular
17 media today that charter schools are good and public
18 schools and public schoolteachers are bad.

19 I do not know who the investors or
20 backers of Great Oaks Charter Schools are, or even
21 if they have any, but I hope that this has been
22 looked into by the committee. There are also three
23 corporations mentioned in the documents I read --
24 Great Oaks Charter School Foundation, Great Oaks



1 Charter School-Wilmington, and Innovative Schools.
2 Are they all non-profit? I don't know.

3 The application states that the main
4 corporation is a not-for-profit corporation, but
5 this does not mean that someone involved isn't
6 making a lot of money.

7 There are many charter school corporate
8 directors in New York who are making huge salaries,
9 including Moskowitz of Success Academy who is paid
10 \$485,000 a year; Deborah Kenney, Chief Executive of
11 Harlem Village Academies, which runs two schools,
12 who is paid \$499,000 a year; and Ian Rowe of the
13 Bronx Preparatory School who is paid \$338,000 a
14 year.

15 My overall reaction to the Great Oaks
16 Charter School is that a school that proposes to
17 have class sizes of 33 students is set up to be run
18 profitably and to be able to replicate itself.

19 Now, I saw too in the presentation that
20 they modeled their schools after Match -- the Match
21 School in Boston, which I know is a very successful
22 school up there. But I read something that said
23 that one of the tenets of the Match School is small
24 class sizes. But I read that by a second party. I



1 tried to look it up through the Match School
2 website, and I didn't see it. They didn't have, you
3 know, what they believe in, but I think that's
4 another thing that needs to be looked at. Does
5 Match School have these very large classes also?

6 So the other part to their plan for
7 success seemed vague to me. And, as yet, they have
8 no proven track record. You know, they have been
9 open -- I think they are in their second year in
10 Newark, New Jersey, and they are in their first year
11 in New York.

12 So, you know, what is the rush? Why
13 can't we wait and see how their other schools are
14 doing before you brought them in?

15 While I find the attitude of the
16 Charter School Network in Delaware condescending and
17 harmful to both our district schools and the people
18 who work for our district schools, I feel like that
19 it is made up of people who have a real investment
20 in our state and people who really care about our
21 communities and care about our children.

22 Make no mistake, Corporate America does
23 not care about the children of Delaware. And I'm
24 not saying that you don't, the young lady who came



1 and gave the presentation.

2 I ask you to say no to Great Oaks
3 Charter School and send them a message that Delaware
4 public schools are not for sale.

5 I will leave you with an excerpt from a
6 Forbes Magazine article from September of 2013
7 entitled "Charter School Gravy Train Runs Express to
8 Fat City" by Addison Wiggin. For now, the big money
9 in charter schools is confined to those on the
10 inside. In late 2010, Goldman Sachs announced it
11 would lend \$25 million to develop 16 charter schools
12 in New York and New Jersey. The news release said
13 the loans would be credit enhanced by funds awarded
14 by the U.S. Department of Education, of course.

15 Thank you for taking my comments.

16 MS. HICKEY: So let me just ask, are
17 you submitting this as an exhibit, or are you giving
18 it to the court reporter for assistance in her
19 transcription of what you said?

20 MS. DOLAN: I guess I'm submitting it.

21 MS. HICKEY: As an exhibit. Okay. So
22 we are going to have this as Great Oaks Exhibit 1.

23 (The reporter marked Exhibit 1.)

24 MS. DOLAN: Can I leave something else,



1 too, that I did not read?

2 MS. HICKEY: Certainly.

3 MS. DOLAN: This is from a website
4 called New York City Public School Parents, and it's
5 about Michael Duffey, who is the founder of Great
6 Oaks Charter Foundation, and he is also involved in
7 another corporation, which that's mostly about
8 victory schools. It's now called Victory, the
9 corporation.

10 MS. HICKEY: Okay. So this would be
11 Great Oaks Exhibit 2. Thanks.

12 (The reporter marked Exhibit 2.)

13 MS. NAGOURNEY: Is there anyone else
14 who desires to speak?

15 MS. MASSETT: Yeah. Yeah. I'm going
16 to make a statement. Do I need to sign in?

17 MS. HICKEY: Please, yes.

18 MS. MASSETT: Kendall Massett,
19 K-E-N-D-A-L-L, M-A-S-S-E-T-T, Executive Director,
20 Delaware Charter Schools Network.

21 And I just need to address Great Oaks
22 Foundation is a non-profit. Our law states that you
23 have to be a non-profit, and they are.

24 As a non-voting member of the



1 committee, I know that that was looked at. Their
2 class size is 33, because they have a tutor model
3 that allows them to have more structured,
4 individualized time with the students.

5 This is not about making money. This
6 is about taking care of kids. I was able to visit
7 Great Oaks in Newark, New Jersey. They are doing
8 amazing things for kids in Newark, New Jersey. They
9 will do amazing things for our kids here in
10 Wilmington, Delaware.

11 That's what I have to say. And we have
12 a network support there coming to our state. Thank
13 you.

14 MS. NAGOURNEY: Is there anyone else
15 who desires to speak? If not, I want to thank you
16 all for participating today. The Secretary will
17 consider your comments as part of the
18 decision-making process. And your comments will
19 also be available for State Board to consider. The
20 hearing is now closed.

21 (Concluded at 6:27 p.m.)
22
23
24



1 CERTIFICATE

2 I, Lorena J. Hartnett, a Notary Public and
3 Registered Professional Reporter, do hereby certify that
4 the foregoing is an accurate and complete transcription
5 of the proceeding held at the time and place stated
6 herein, and that the said proceeding was recorded by me
7 and then reduced to typewriting under my direction, and
8 constitutes a true record of the testimony given by said
9 witnesses.

10 I further certify that I am not a relative,
11 employee, or attorney of any of the parties or a
12 relative or employee of either counsel, and that I am in
13 no way interested directly or indirectly in this action.

14 IN WITNESS WHEREOF, I have hereunto set my
15 hand and affixed my seal of office on this 3rd day of
16 April 2014.

17
18
19
20
21 

22 Lorena J. Hartnett
23 Registered Professional Reporter
24



\$	also (8) 2:22 5:5,13 10:15, 22 12:5 14:6 15:19	banks (2) 9:20 10:7	12:20,21,23 15:6	10:22 15:1
\$25 (1) 13:11	Although (1) 9:8	because (3) 8:9, 13 15:2	case (1) 5:20	Committee's (1) 3:5
\$338,000 (1) 11:13	AltNetcom (1) 9:16	been (5) 2:5 6:4 8:8 10:21 12:8	Castle (1) 8:16	communities (2) 9:13 12:21
\$485,000 (1) 11:10	amazing (2) 15:8, 9	before (4) 3:15, 20 6:10 12:14	Catherine (1) 2:12	community (4) 6:5, 23,24 7:7
\$499,000 (1) 11:12	America (1) 12:22	beginning (1) 3:15	Certainly (1) 14:2	concern (1) 9:7
A	amount (2) 9:24, 24	behalf (1) 5:9	Charter (37) 2:4, 9 3:4,24 4:20	concerns (1) 8:10
able (3) 3:16 11:18 15:6	announced (1) 13:10	being (1) 2:19	5:12 6:13	Concluded (1) 15:21
about (9) 2:21 5:10 12:20,21, 23 14:5,7 15:5,6	Another (3) 10:10 12:4 14:7	believe (1) 12:3	8:11,15,21,22, 23 9:1,4,8,9, 13,15,18,21, 23 10:8,9,12, 17,20,24 11:1, 7,16 12:16	condescending (1) 12:16
Academies (1) 11:11	anyone (5) 4:1,3 7:22 14:13 15:14	big (2) 10:7 13:8	13:3,7,9,11 14:6,20	conduct (1) 2:6
Academy (2) 6:8 11:9	applicant (1) 3:9	biggest (1) 9:7	charters (3) 8:17 9:12 10:5	confined (1) 13:9
accept (2) 4:16 7:22	application (3) 2:9,22 11:3	Board (7) 2:17, 20 3:19 4:19 5:9 6:11 15:19	Chief (1) 11:10	Congress (1) 9:19
accepting (1) 4:12	appointed (1) 2:5	bodies (1) 9:5	child (1) 7:4	connections (1) 6:6
Accountability (1) 3:5	area (3) 5:8,23 8:11	Boston (2) 4:23 11:21	children (3) 7:2 12:21,23	consider (2) 15:17,19
actually (1) 7:16	article (1) 13:6	both (2) 9:4 12:17	Childs (2) 6:3,15	continuing (1) 5:7
add (1) 10:5	Arts (1) 6:8	Boys (1) 6:8	Christina (2) 6:7, 12	core (1) 5:1
Addison (1) 13:8	ask (4) 2:10 7:11 13:2,16	bring (1) 5:10	City (5) 4:22	corporate (4) 10:5,14 11:7 12:22
addition (1) 3:4	assessments (1) 5:19	brings (2) 6:11, 16	5:18,20 13:8 14:4	corporation (4) 11:4,4 14:7,9
address (1) 14:21	article (1) 13:6	broad (1) 10:16	class (3) 11:17, 24 15:2	corporations (3) 9:11,17 10:23
Advance (1) 6:7	ask (4) 2:10 7:11 13:2,16	Bronx (1) 11:13	classes (1) 12:5	could (1) 7:7
advanced (1) 5:7	assessments (1) 5:19	brought (1) 12:14	clearly (1) 3:14	counsel (1) 2:13
advantage (1) 9:22	assist (1) 5:4	business (1) 3:6	closed (1) 15:20	County (1) 8:16
after (1) 11:20	assistance (1) 13:18		Clubs (1) 6:9	course (1) 13:14
again (1) 7:18	attitude (1) 12:15	Calendar (1) 3:7	collect (1) 10:3	court (3) 3:12,16 13:18
all (6) 4:7 7:13 8:19 10:5 11:2 15:16	Attorney (1) 2:13	called (3) 10:10 14:4,8	combine (1) 10:2	CPA (1) 6:18
allow (1) 4:12	available (1) 15:19	came (2) 5:17 12:24	come (1) 8:1	creating (1) 10:16
allowed (1) 10:2	average (1) 5:14	campaigns (1) 10:16	coming (2) 8:8 15:12	creation (1) 10:3
allows (2) 10:11 15:3	awarded (1) 13:13	can (9) 3:13 4:6 6:24 7:10 9:21,24 10:5, 15 13:24	comment (1) 2:22	credit (5) 9:20, 22,24 10:3 13:13
already (3) 6:4, 15 7:17		Cape (1) 8:7	comments (12) 2:23 3:20 4:1, 7,11,13,15,16 7:22 13:15 15:17,18	credits (1) 10:3
	B	capital (1) 5:5	committee (2)	Cultural (1) 6:8
	backers (1) 10:20	care (5) 7:3		cumulative (1) 4:15
	bad (1) 10:18			currently (1) 4:20
	balancing (1) 9:5			curriculum (1) 6:16

D	double (1) 10:6 doubling (1) 9:24 down (2) 8:3,13 drive (1) 7:14 driving (1) 9:7 due (1) 10:9 Duffey (1) 14:5	expansion (3) 9:12,13 10:8 expenditure (1) 9:23 experience (1) 6:16 Express (1) 13:7 extended-day (1) 7:1	Girl (1) 6:9 give (1) 2:20 given (1) 7:2 giving (1) 13:17 go (1) 4:4 going (4) 4:4 8:12 13:22 14:15 Goldman (1) 13:10 Good (2) 2:1 10:17 Grant (1) 6:12 grass (1) 9:9 Gravy (1) 13:7 Great (19) 2:8 4:8,11,19,19 5:11,18,21 7:8 10:20,24, 24 11:15 13:2, 22 14:5,11,21 15:7 greater (1) 5:23 growing (2) 6:6 8:15 growth (2) 5:4,14 guess (1) 13:20	Hi (2) 2:15 7:24 Hickey (8) 2:12, 12 8:4 13:16, 21 14:2,10,17 high (3) 5:17 6:22 8:19 highest (1) 5:14 himself (1) 3:15 hope (1) 10:21 hours (1) 5:2 how (1) 12:13 However (1) 4:14 huge (1) 11:8 human (1) 5:5 hundreds (1) 5:23 Hutton (4) 4:18, 18 6:2 7:13
	E	F	H	I
daily (1) 5:2 date (2) 3:1,10 day (1) 5:3 Deborah (1) 11:10 decides (1) 4:1 decision-making (1) 15:18 declare (1) 2:2 deep (1) 6:3 definitely (2) 7:1,6 degrees (1) 5:7 Delaware (14) 2:4,10,16 3:3 5:6 6:18,20 8:22 9:10 12:16,23 13:3 14:20 15:10 Department (5) 2:4,14,19 3:6 13:14 Deputy (1) 2:13 desire (1) 4:7 desires (3) 7:23 14:14 15:15 develop (1) 13:11 developing (1) 6:16 did (1) 14:1 didn't (2) 12:2,2 Director (4) 2:3, 16 6:3 14:19 directors (1) 11:8 distributed (1) 5:22 district (4) 5:13 8:8 12:17,18 diverse (1) 6:12 documents (1) 10:23 DOLAN (7) 7:24 8:3,6,6 13:20, 24 14:3 Donna (1) 2:15 donors (1) 10:11	each (1) 3:14 easier (1) 8:4 EB-5 (1) 10:10 Education (9) 2:5, 6,14,17,19,20 3:18,19 13:14 Education's (1) 3:6 electronic (1) 3:20 else (5) 4:1 7:22 13:24 14:13 15:14 end (1) 5:6 Engineering (1) 6:7 enhanced (1) 13:13 entitled (1) 13:7 equity (2) 9:21 10:7 Especially (1) 7:2 even (1) 10:20 evening (1) 2:1 Every (1) 5:1 everybody (1) 8:17 everyone (2) 4:11 5:9 everyone's (1) 7:11 excerpt (1) 13:5 excited (1) 5:10 Executive (5) 2:3, 16 6:2 11:10 14:19 exhibit (6) 13:17, 21,22,23 14:11,12 existing (1) 4:20	fact (1) 7:3 families (1) 10:13 Fat (1) 13:8 February (2) 3:8, 11 federal (1) 10:10 feel (1) 12:18 few (1) 8:8 filed (1) 2:8 financial (1) 6:19 find (1) 12:15 First (3) 3:23 5:19 12:10 focus (1) 4:24 following (1) 3:22 Forbes (1) 13:6 force (1) 9:7 Forum (1) 6:6 Foundation (5) 2:8 4:20 10:24 14:6,22 founder (1) 14:5 founding (1) 6:11 four (2) 8:16,18 fundraising (1) 6:13 funds (3) 9:21 10:7 13:13 Further (1) 3:9	hands (2) 4:6,10 happening (3) 8:10,21 9:1 harder (1) 8:23 Harlem (1) 11:11 harmful (1) 12:17 he (1) 14:6 hear (1) 3:23 hearing (9) 2:2,7, 19 3:2,11,13, 17,21 15:20 held (1) 2:19 help (5) 6:19,21 7:5 9:4,23 Henlopen (1) 8:7 her (2) 8:5 13:18 here (2) 9:6 15:9 herself (1) 3:15	lan (1) 11:12 identify (1) 3:14 immigration (1) 10:13 improvements (1) 5:16 including (2) 6:6 11:9 indicate (1) 5:19 individual (1) 8:23 individualized (1) 15:4 information (1) 2:21 Innovative (1) 11:1 inside (1) 13:10 inspired (1) 4:22 institutions (1) 9:15 interest (2) 9:14 10:4 interim (1) 5:19 into (1) 10:22 introduce (2) 2:11 9:3 invest (2) 9:21 10:11

invested (2) 10:1, 7 investment (1) 12:19 investors (1) 10:19 invisible (1) 9:17 involved (3) 10:9 11:5 14:6 issues (2) 6:21 9:5 itself (1) 11:18	last (2) 5:24 8:9 lastly (1) 6:10 late (1) 13:10 Latin (1) 6:23 law (2) 9:19 14:22 lawyer (1) 6:20 League (1) 6:9 least (1) 5:1 leave (2) 13:5,24 legal (1) 6:21 legislation (1) 9:3 lend (1) 13:11 lending (1) 10:4 level (1) 9:10 liberal (1) 4:12 like (3) 2:24 8:21 12:18 limit (2) 4:13,14 literacy (2) 5:13, 15 little (1) 10:8 loans (1) 13:13 look (1) 12:1 looked (4) 9:17 10:22 12:4 15:1 looking (3) 7:1,4 8:12 lot (2) 6:5 11:6	9:13 10:6 11:7 March (1) 3:3 marked (2) 13:23 14:12 Markets (1) 9:20 MASSETT (3) 14:15,18,18 M-A-S-S-E-T-T (1) 14:19 massive (1) 10:15 Match (6) 4:22 11:20,20,23 12:1,5 math (2) 5:13,15 Maxwell (1) 6:20 may (1) 9:9 me (3) 2:10 12:7 13:16 mean (1) 11:5 media (1) 10:17 Meeting (1) 3:7 meetings (1) 8:9 member (1) 14:24 members (1) 3:18 mentioned (2) 6:15 10:23 message (1) 13:3 Michael (2) 6:20 14:5 middle (2) 6:22 8:19 million (1) 13:11 Minorities (1) 6:7 minutes (1) 4:13 mistake (1) 12:22 model (6) 4:22, 24 7:2,3 9:10 15:2 modeled (1) 11:20 Money (6) 9:16 10:1,4 11:6 13:8 15:5 months (1) 8:9 more (4) 6:12 10:6,12 15:3 Moskowitz (1) 11:9	mostly (1) 14:7 movement (2) 9:8, 9 much (1) 9:22 My (6) 2:2 8:6, 11 9:7 11:15 13:15 N NAGOURNEY (11) 2:1,3,18 4:10 6:1 7:9,16,20 8:1 14:13 15:14 name (2) 2:2 8:6 national (3) 9:8, 11 10:15 nature (1) 10:9 necessarily (1) 5:17 necessary (1) 3:14 need (2) 14:16, 21 needs (1) 12:4 Nelia (2) 7:24 8:6 nervous (1) 8:14 Network (4) 8:22 12:16 14:20 15:12 new (16) 2:9 4:21,21 5:18, 20 8:16,16 9:20 11:8 12:10,11 13:12,12 14:4 15:7,8 Newark (5) 4:21 5:15 12:10 15:7,8 News (3) 3:2,3 13:12 non-educational (1) 9:15 non-profit (4) 9:18 11:2	14:22,23 non-voting (1) 14:24 note (1) 3:16 not-for-profit (1) 11:4 notice (2) 3:1,4 notified (1) 3:10 now (7) 2:10 4:4,4 11:19 13:8 14:8 15:20 O Oaks (18) 2:8 4:8,11,19,19 5:11,18,21 10:20,24,24 11:15 13:2,22 14:6,11,21 15:7 Office (1) 2:4 official (3) 3:5,6,8 offset (1) 9:23 one (3) 4:21,21 11:23 one-on-one (1) 5:2 only (2) 4:8 5:4 open (4) 2:2,9 8:17 12:9 opening (1) 8:18 opinion (1) 10:15 opportunity (2) 2:21 5:10 organizations (1) 6:5 other (6) 5:8,12 7:21 8:12 12:6,13 others (1) 2:10 our (10) 9:2,4 12:17,18,20, 20,21 14:22 15:9,12 out (4) 6:4 7:3 10:4,14 outperforming (1)
J Jeff (1) 6:18 Jennifer (1) 2:3 Jersey (5) 4:21 12:10 13:12 15:7,8 job (1) 10:3 JOHNSON (4) 2:15,15 7:14, 19 joint (1) 2:18 Journal (1) 3:2 jump (1) 7:14 just (4) 6:11 8:9 13:16 14:21				
K Kendall (1) 14:18 K-E-N-D-A-L-L (1) 14:19 Kenney (1) 11:10 Kia (2) 6:3,15 kids (3) 15:6,8,9 known (1) 9:20 knows (1) 8:18 Kristen (1) 9:16 Kumba (1) 6:8	M made (3) 3:13 5:15 12:19 Magazine (1) 13:6 main (2) 4:24 11:3 make (3) 4:7 12:22 14:16 makes (1) 8:4 making (4) 4:11 11:6,8 15:5 management (2) 6:14,19 mandate (1) 9:4 manner (1) 3:23 many (4) 5:6			
L lady (1) 12:24 Langdon (1) 6:18 large (1) 12:5				

5:12 outside (1) 4:2 over (1) 8:9 overall (1) 11:15 oversee (1) 6:22	11:13 present (1) 3:12 presentation (2) 11:19 13:1 proactive (1) 9:3 proceed (1) 3:22 process (1) 15:18 profit (1) 9:17 profitably (1) 11:18 program (1) 10:10 programming (1) 6:23 proposed (1) 6:2 proposes (1) 11:16 proven (1) 12:8 provide (1) 2:21 provided (1) 3:18 public (11) 2:2,6, 18,23 3:2,7, 11 10:17,18 13:4 14:4 publicly (1) 8:20 published (1) 3:2 purchase (2) 7:3 10:12	received (2) 3:20 5:23 receives (1) 5:1 recently (1) 9:10 record (6) 2:24 3:13,17 5:11 7:17 12:8 recruiting (1) 6:17 reflect (1) 2:24 release (1) 13:12 repetitive (1) 4:15 replicate (1) 11:18 reporter (5) 3:12, 16 13:18,23 14:12 representative (1) 4:17 representatives (4) 3:23 5:21 7:21 9:2 reserve (1) 4:14 returns (1) 10:6 rich (1) 10:11 right (2) 4:4,14 risk (1) 10:8 role (1) 9:3 roots (2) 6:3 9:9 Rowe (1) 11:12 run (1) 11:17 runs (3) 7:3 11:11 13:7 rush (1) 12:12	10 6:14,17,22 7:21 8:7,22 10:9,24 11:7, 13,16,16,21, 22,23 12:1,5, 16 13:3,7 14:4 schools (33) 4:21 5:8,13,22 8:11,15,19,21, 23 9:1,4,12, 13,16,18,21, 23 10:8,12,17, 18,20 11:1,11, 20 12:13,17, 18 13:4,9,11 14:8,20 schoolteachers (1) 10:18 School-Wilmington (1) 11:1 second (2) 11:24 12:9 Secretary (3) 2:6 3:18 15:16 see (6) 4:7 7:10 8:21,24 12:2, 13 seemed (1) 12:7 segregation (1) 8:24 send (1) 13:3 September (2) 8:18 13:6 serve (2) 2:13 5:5 serves (1) 5:3 set (3) 4:13 6:12 11:17 seven (1) 10:1 she (2) 6:4,5 sheet (1) 4:5 sheets (1) 4:2 show (3) 4:6 6:10 7:7 sign (1) 14:16 signatures (1) 5:24 signed (1) 4:3	sign-up (1) 4:2 silence (1) 7:11 sit (1) 8:3 six (1) 8:9 size (1) 15:2 sizes (2) 11:17, 24 skills (1) 6:12 slated (1) 8:17 slipped (1) 9:11 small (2) 7:10 11:23 small-group (1) 5:2 some (2) 5:12,16 someone (1) 11:5 something (3) 7:6 11:22 13:24 Sorry (1) 4:9 speak (7) 3:15, 24 4:2,3 7:23 14:14 15:15 speaker (3) 3:14 4:9,14 speakers (1) 7:10 spearheading (1) 9:11 sponsors (1) 10:15 staff (1) 6:17 standpoint (1) 6:24 started (2) 8:11 9:9 starting (1) 9:15 startup (1) 9:18 State (10) 2:16, 20 3:3,7,8,19 9:2 12:20 15:12,19 stated (1) 8:20 statement (1) 14:16 states (2) 11:3 14:22 stop (1) 8:23 stratification (1) 8:24
P				
pace (1) 8:16 paid (3) 11:9,12, 13 parent (1) 8:7 parents (2) 6:24 14:4 part (4) 5:3 7:17 12:6 15:17 participating (1) 15:16 party (1) 11:24 passed (1) 9:19 payments (1) 10:4 people (4) 4:8 12:17,19,20 per (1) 4:13 percent (1) 9:22 perception (1) 10:16 performing (1) 5:17 personally (1) 3:9 petition (1) 5:22 pipeline (1) 5:5 place (3) 3:1,5, 10 places (1) 8:12 plan (1) 12:6 plays (1) 7:12 please (3) 4:4 8:1 14:17 pm (1) 15:21 point (2) 4:16 7:22 points (1) 10:14 popular (1) 10:16 possible (1) 8:18 post (1) 7:18 posted (1) 3:4 Preparatory (1)	Q			
	quick (1) 7:8 quite (1) 7:10			
	R	S		
	rapid (3) 8:16 9:12,12 Rawls (2) 9:16 10:14 reaching (1) 6:4 reaction (1) 11:15 read (4) 10:23 11:22,24 14:1 real (1) 12:19 really (3) 5:15 7:8 12:20 receive (2) 2:22 7:5	Sachs (1) 13:10 said (3) 11:22 13:12,19 salaries (1) 11:8 sale (1) 13:4 same (1) 5:20 Sarah (1) 4:18 saw (1) 11:19 saying (1) 12:24 School (30) 2:4,9, 20 3:4,24 4:17,23 5:3,		

structured (1) 15:3 student (3) 5:1, 14 9:5 students (6) 5:4, 6,16 7:5 11:17 15:4 submitting (2) 13:17,20 success (3) 5:12 11:9 12:7 successful (1) 11:21 sudden (1) 9:14 support (1) 15:12 supports (1) 4:20	15:12,14 they (21) 5:13, 15,17 7:4,10 10:1,2,4,21 11:2,20 12:2, 3,7,8,9,10 14:23 15:2,7,8 thing (1) 12:4 things (2) 15:8,9 think (3) 5:24 12:3,9 third (1) 5:14 three (3) 4:8,13 10:22 throughout (2) 5:22 10:11 time (5) 3:1,10 4:12 5:24 15:4 today (4) 2:10 9:6 10:17 15:16 today's (2) 3:1,10 together (1) 3:19 top (1) 5:12 track (2) 5:11 12:8 Train (1) 13:7 transcription (1) 13:19 tried (1) 12:1 try (1) 4:12 turned (1) 5:24 turns (1) 7:4 tutor (3) 5:1 7:1 15:2 tutoring (1) 5:3 two (3) 4:20 5:2 11:11 type (1) 7:2	12:1,19 Urban (1) 6:9 US (1) 13:14 using (1) 7:9 V vague (1) 12:7 victory (2) 14:8,8 video (3) 6:10 7:7,11 Village (1) 11:11 visas (1) 10:13 visit (1) 15:6 W wage (1) 10:15 wait (1) 12:13 want (2) 6:11 15:15 wants (2) 4:3 7:7 way (1) 7:4 ways (1) 9:17 We (14) 3:22,23, 24 4:11,13,16 5:24 6:10 7:7, 9,17 12:13 13:22 15:11 website (4) 3:7,8 12:2 14:3 what's (2) 8:10, 12 Wiggin (1) 13:8 Wilmington (6) 4:19 5:11,23 6:3,9 15:10 wish (3) 3:24 8:22 9:2 within (1) 10:1 work (2) 8:23 12:18 world (1) 10:11 written (1) 3:20 wrote (1) 8:13 Y	year (7) 5:19 8:17 11:10,12, 14 12:9,10 years (2) 6:13 10:1 York (7) 4:21 5:18,20 11:8 12:11 13:12 14:4 young (1) 12:24 1 1 (2) 13:22,23 13 (1) 7:4 16 (1) 13:11 17 (1) 3:3 18 (1) 3:8 2 2 (2) 14:11,12 20 (1) 3:11 2000 (1) 9:20 2010 (1) 13:10 2013 (1) 13:6 2014 (3) 3:3,8, 11 2015 (1) 8:19 3 33 (2) 11:17 15:2 39 (1) 9:22 5 500,000 (1) 10:12 6 6:27 (1) 15:21	
T table (1) 8:2 take (3) 4:1 9:3, 21 taking (2) 13:15 15:6 tax (3) 9:20,22 10:2 teach (1) 5:8 teaching (3) 5:7 6:13,16 ten (1) 6:13 tenets (1) 11:23 than (2) 6:13 10:6 Thank (3) 13:15 15:12,15 Thanks (2) 9:19 14:11 their (13) 4:24 5:4,7 7:2,5 9:23 10:13 11:20 12:6,9, 10,13 15:1 them (3) 12:14 13:3 15:3 themselves (2) 2:11 10:13 There (10) 4:2,2 7:20 10:8,22 11:7,22 14:13	U UNIDENTIFIED (1) 4:9 until (1) 9:12 up (10) 5:6 6:6 8:1,8 9:15 10:5 11:17,22			

In The Matter Of:
Department of Education
In Re: Pike Creek Charter Middle School

Hearing
April 2, 2014

Wilcox & Fetzer, Ltd.
1330 King Street
Wilmington, DE 19801
email: depos@wilfet.com, web: www.wilfet.com
phone: 302-655-0477, fax: 302-655-0497



THE STATE OF DELAWARE
DEPARTMENT OF EDUCATION

.. .. .

-- PUBLIC HEARING --

IN THE MATTER OF:)
)
Pike Creek Charter Middle School)

.. .. .

Department of Education
The Townsend Building
2nd Floor Cabinet Room
401 Federal Street
Dover, Delaware 19901

Wednesday, April 2, 2014
6:30 p.m.

.. .. .

BEFORE: Jennifer Nagourney, Executive Director
Charter Office, Department of Education

Donna Johnson, Executive Director
State Board of Education

ATTORNEY: Catherine T. Hickey, DAG
Attorney for Department of Education

.. .. .

-- Transcript of Proceedings --

WILCOX & FETZER
1330 King Street
Wilmington, DE 19801
(302) 655-0477
www.wilfet.com



WILCOX & FETZER LTD
Registered Professional Reporters
(302) 655-0477
www.wilfet.com

1
2 MS. NAGOURNEY: Good evening. I
3 declare this public hearing to be open. My name is
4 Jennifer Nagourney. I'm Executive Director for the
5 Charter School Office of the Delaware Department of
6 Education, and I have been appointed by the
7 Secretary of Education to conduct this public
8 hearing.

9 Pike Creek Charter Middle School has
10 filed an application for a new charter. I am going
11 to ask the others with me today to introduce
12 themselves.

13 MS. HICKEY: My name is Catherine
14 Hickey. I'm a Deputy Attorney General, and I serve
15 as counsel to the Delaware Department of Education.

16 MS. JOHNSON: I'm Donna Johnson,
17 Executive Director, State Board of Education.

18 MS. NAGOURNEY: This joint public
19 hearing is being held by the Delaware Department of
20 Education and the State Board of Education to give
21 the school the opportunity to provide information
22 about and comments on the application, and also to
23 receive public comments.

24 I would like the record to reflect that



1 the notice of the time, date, and place of today's
2 public hearing was published in the News Journal and
3 the Delaware State News on March 17, 2014.

4 In addition, notice was posted at the
5 Charter School Accountability Committee's official
6 place of business, on the Department of Education's
7 official website, and on the State Public Meeting
8 Calendar on the state's official website on
9 February 18, 2014.

10 Further, the applicant was personally
11 notified of the time, date, and place of today's
12 public hearing on February 20, 2014.

13 The court reporter is present so that a
14 record of this public hearing can be made. It will
15 be necessary for each speaker to clearly identify
16 himself or herself before beginning to speak so the
17 court reporter will be able to note who you are.

18 The record of this hearing will be
19 provided to the Secretary of Education and members
20 of the State Board of Education, together with any
21 written or electronic comments received at or before
22 this hearing.

23 We will proceed in the following
24 manner: First, we will hear from any



1 representatives of the charter school who wish to
2 comment on the application. Then we will take
3 comments from anyone else who desires to speak.
4 There were sign-up sheets in the hallway outside. I
5 have a sign-up sheet here. If there is anyone who
6 has not signed in who desires to speak, please let
7 me know. Okay. At this point we will accept
8 comments from any representatives of the school.

9 MS. SHEEHAN: My name is Robyn Sheehan,
10 R-O-B-Y-N, S-H-E-E-H-A-N. I am a founding board
11 member of Pike Creek Charter.

12 First, I would like to say that we have
13 an additional letter of support, just to get that
14 in.

15 MS. HICKEY: This will be Pike Creek 1.

16 (The reporter marked Exhibit 1.)

17 MS. SHEEHAN: Okay. And please accept
18 the apologies of my fellow board members who
19 couldn't make it today due to prior obligations.
20 But I appreciate you having me here.

21 On March 28th, we received notice that
22 our conditional approval had been revoked. This
23 news didn't just affect us but also our community
24 and supporters.



1 We have promised transparency
2 throughout our journey during the good, the bad, and
3 the ugly. So, when we were faced with this
4 challenge, we stayed true to our foundation and
5 reached out to our community for support.

6 And you know what? They answered with
7 Facebook comments and sharing our statuses that
8 resulted in an increase of our original 262 likes,
9 up 157 to a whopping 419 likes.

10 March 23rd was our most popular week,
11 according to the SCO tool on Facebook.

12 In respect for everyone's time, I will
13 not read all the comments, as there are over 60 of
14 them. However, they are being submitted with this
15 document for public record.

16 Those comments in support of Pike Creek
17 Charter Middle School, in addition to the support
18 letters we have gathered, have resulted in over 130
19 unique individuals speaking up in support for Pike
20 Creek Charter Middle School.

21 These individuals are from the
22 community, from New Castle County, from businesses
23 and organizations, all who believe in the mission
24 and vision of Pike Creek Charter Middle.



1 The community also answered quickly
2 over the past four days with financial support. We
3 want to thank all of our donors who have enabled us
4 to secure a total of \$207,500 in the past week
5 alone.

6 Please see Michael Smith's response for
7 a further detailed on fundraising and specific
8 donations and in-kind contributions from other
9 donors.

10 As promised to our supporters, we are
11 fighting to provide a unique academic experience
12 that focuses on the whole child, which is encouraged
13 by our small class sizes.

14 As stated in our application, middle
15 schools in Red Clay are overcrowded. Class size
16 data from DOE's website shows that 47 percent of
17 classes at Stanton Middle have 26-plus students per
18 class. 65 percent of classes at Skyline Middle also
19 have 26-plus students. And 37 percent of classes at
20 H. B. DuPont Middle School also have 26-plus
21 students per classroom.

22 Red Clay has not met the class size
23 requirements for K-3 in accordance with Title 14,
24 Section 1705A. The district board has granted a



1 waiver for this requirement, fueling our concern
2 that overcrowded elementary schools which currently
3 outnumber middle schools 14 to 5, excluding charter
4 schools, will lead to even more overcrowding in our
5 middle schools.

6 We would welcome the opportunity to
7 discuss this data with the superintendent to discuss
8 any potential inaccuracies in our evaluation to
9 date.

10 Any concern the committee has had
11 during this process, we have answered. Pike Creek
12 charter isn't approved on paper yet; however, it's
13 very much alive in spirit. Our model is proven.
14 Our community and family support is solid. And our
15 founding board is dedicated to making Pike Creek
16 Charter Middle School a reality.

17 I thank the committee for their
18 consideration in approving Pike Creek Charter Middle
19 School. Thank you for your time.

20 MS. HICKEY: Do you want them two
21 separate documents? Exhibits 2 is your remarks.
22 Exhibit 3 -- help me identify this, please.

23 MS. SHEEHAN: Okay.

24 MS. HICKEY: This is five pages of



1 comments that you pulled off of the Facebook page?

2 MS. SHEEHAN: Right, in support. Yes.

3 MS. HICKEY: Right. Okay. Thank you.

4 (The reporter marked Pike Creek
5 Exhibits 2 and 3.)

6 MS. HICKEY: Thank you.

7 MS. NAGOURNEY: Is there anyone else
8 who wishes to speak? If not, I want to thank you
9 all for participating today. The Secretary will
10 consider your comments as part of the
11 decision-making process, and your comments will also
12 be available for the State Board to consider. This
13 hearing is now closed.

14 (Concluded at 6:39 p.m.)
15
16
17
18
19
20
21
22
23
24



1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24

CERTIFICATE

I, Lorena J. Hartnett, a Notary Public and Registered Professional Reporter, do hereby certify that the foregoing is an accurate and complete transcription of the proceeding held at the time and place stated herein, and that the said proceeding was recorded by me and then reduced to typewriting under my direction, and constitutes a true record of the testimony given by said witnesses.

I further certify that I am not a relative, employee, or attorney of any of the parties or a relative or employee of either counsel, and that I am in no way interested directly or indirectly in this action.

IN WITNESS WHEREOF, I have hereunto set my hand and affixed my seal of office on this 3rd day of April 2014.

Lorena J. Hartnett
Registered Professional Reporter

\$	bad (1) 5:2 been (2) 2:6 4:22	4:23 5:5,22 6:1 7:14	documents (1) 7:21	fighting (1) 6:11 filed (1) 2:10
\$207,500 (1) 6:4	before (2) 3:16, 21	concern (2) 7:1, 10	DOE's (1) 6:16	financial (1) 6:2
A	beginning (1) 3:16	Concluded (1) 8:14	donations (1) 6:8	First (2) 3:24 4:12
able (1) 3:17 about (1) 2:22 academic (1) 6:11 accept (2) 4:7,17 accordance (1) 6:23 according (1) 5:11 Accountability (1) 3:5 addition (2) 3:4 5:17 additional (1) 4:13 affect (1) 4:23 alive (1) 7:13 all (4) 5:13,23 6:3 8:9 alone (1) 6:5 also (6) 2:22 4:23 6:1,18, 20 8:11 answered (3) 5:6 6:1 7:11 anyone (3) 4:3,5 8:7 apologies (1) 4:18 applicant (1) 3:10 application (4) 2:10,22 4:2 6:14 appointed (1) 2:6 appreciate (1) 4:20 approval (1) 4:22 approved (1) 7:12 approving (1) 7:18 ask (1) 2:11 Attorney (1) 2:14 available (1) 8:12	being (2) 2:19 5:14 believe (1) 5:23 Board (8) 2:17, 20 3:20 4:10, 18 6:24 7:15 8:12 business (1) 3:6 businesses (1) 5:22	conditional (1) 4:22 conduct (1) 2:7 consider (2) 8:10, 12 consideration (1) 7:18 contributions (1) 6:8 couldn't (1) 4:19 counsel (1) 2:15 County (1) 5:22 court (2) 3:13,17 Creek (10) 2:9 4:11,15 5:16, 20,24 7:11,15, 18 8:4 currently (1) 7:2	Donna (1) 2:16 donors (2) 6:3,9 due (1) 4:19 DuPont (1) 6:20 during (2) 5:2 7:11	five (1) 7:24 focuses (1) 6:12 following (1) 3:23 foundation (1) 5:4 founding (2) 4:10 7:15 four (1) 6:2 fueling (1) 7:1 fundraising (1) 6:7 Further (2) 3:10 6:7
	C		E	G
	Calendar (1) 3:8 can (1) 3:14 Castle (1) 5:22 Catherine (1) 2:13 challenge (1) 5:4 Charter (13) 2:5, 9,10 3:5 4:1, 11 5:17,20,24 7:3,12,16,18 child (1) 6:12 class (4) 6:13, 15,18,22 classes (3) 6:17, 18,19 classroom (1) 6:21 Clay (2) 6:15,22 clearly (1) 3:15 closed (1) 8:13 comment (1) 4:2 comments (11) 2:22,23 3:21 4:3,8 5:7,13, 16 8:1,10,11 committee (2) 7:10,17 Committee's (1) 3:5 community (5)		each (1) 3:15 Education (8) 2:6, 7,15,17,20,20 3:19,20 Education's (1) 3:6 electronic (1) 3:21 elementary (1) 7:2 else (2) 4:3 8:7 enabled (1) 6:3 encouraged (1) 6:12 evaluation (1) 7:8 even (1) 7:4 evening (1) 2:2 everyone's (1) 5:12 excluding (1) 7:3 Executive (2) 2:4, 17 Exhibit (2) 4:16 7:22 Exhibits (2) 7:21 8:5 experience (1) 6:11	gathered (1) 5:18 General (1) 2:14 get (1) 4:13 give (1) 2:20 going (1) 2:10 Good (2) 2:2 5:2 granted (1) 6:24
		D		H
		data (2) 6:16 7:7 date (3) 3:1,11 7:9 days (1) 6:2 decision-making (1) 8:11 declare (1) 2:3 dedicated (1) 7:15 Delaware (4) 2:5, 15,19 3:3 Department (4) 2:5,15,19 3:6 Deputy (1) 2:14 desires (2) 4:3,6 detailed (1) 6:7 didn't (1) 4:23 Director (2) 2:4, 17 discuss (2) 7:7,7 district (1) 6:24 document (1) 5:15	evening (1) 2:2 everyone's (1) 5:12 excluding (1) 7:3 Executive (2) 2:4, 17 Exhibit (2) 4:16 7:22 Exhibits (2) 7:21 8:5 experience (1) 6:11	hallway (1) 4:4 hear (1) 3:24 hearing (9) 2:3,8, 19 3:2,12,14, 18,22 8:13 held (1) 2:19 help (1) 7:22 here (2) 4:5,20 herself (1) 3:16 HICKEY (7) 2:13, 14 4:15 7:20, 24 8:3,6 himself (1) 3:16 However (2) 5:14 7:12
			F	I
B			Facebook (3) 5:7, 11 8:1 faced (1) 5:3 family (1) 7:14 February (2) 3:9, 12 fellow (1) 4:18	identify (2) 3:15

7:22 inaccuracies (1) 7:8 increase (1) 5:8 individuals (2) 5:19,21 information (1) 2:21 in-kind (1) 6:8 introduce (1) 2:11	members (2) 3:19 4:18 met (1) 6:22 Michael (1) 6:6 Middle (12) 2:9 5:17,20,24 6:14,17,18,20 7:3,5,16,18 mission (1) 5:23 model (1) 7:13 more (1) 7:4 most (1) 5:10 much (1) 7:13 My (4) 2:3,13 4:9,18	others (1) 2:11 our (18) 4:22,23 5:2,4,5,7,8,10 6:3,10,13,14 7:1,4,8,13,14, 14 out (1) 5:5 outnumber (1) 7:3 outside (1) 4:4 over (3) 5:13,18 6:2 overcrowded (2) 6:15 7:2 overcrowding (1) 7:4	promised (2) 5:1 6:10 proven (1) 7:13 provide (2) 2:21 6:11 provided (1) 3:19 public (9) 2:3,7, 18,23 3:2,7, 12,14 5:15 published (1) 3:2 pulled (1) 8:1	S
J			Q	
Jennifer (1) 2:4 JOHNSON (2) 2:16,16 joint (1) 2:18 Journal (1) 3:2 journey (1) 5:2 just (2) 4:13,23			quickly (1) 6:1	
K	N	P	R	
K-3 (1) 6:23	NAGOURNEY (4) 2:2,4,18 8:7 name (3) 2:3,13 4:9 necessary (1) 3:15 new (2) 2:10 5:22 News (3) 3:2,3 4:23 note (1) 3:17 notice (3) 3:1,4 4:21 notified (1) 3:11 now (1) 8:13	page (1) 8:1 pages (1) 7:24 paper (1) 7:12 part (1) 8:10 participating (1) 8:9 past (2) 6:2,4 per (2) 6:17,21 percent (3) 6:16, 18,19 personally (1) 3:10 Pike (10) 2:9 4:11,15 5:16, 19,24 7:11,15, 18 8:4 place (3) 3:1,6, 11 please (4) 4:6, 17 6:6 7:22 pm (1) 8:14 point (1) 4:7 popular (1) 5:10 posted (1) 3:4 potential (1) 7:8 present (1) 3:13 prior (1) 4:19 proceed (1) 3:23 process (2) 7:11 8:11	reached (1) 5:5 read (1) 5:13 reality (1) 7:16 receive (1) 2:23 received (2) 3:21 4:21 record (4) 2:24 3:14,18 5:15 Red (2) 6:15,22 reflect (1) 2:24 remarks (1) 7:21 reporter (4) 3:13, 17 4:16 8:4 representatives (2) 4:1,8 requirement (1) 7:1 requirements (1) 6:23 respect (1) 5:12 response (1) 6:6 resulted (2) 5:8, 18 revoked (1) 4:22 Right (2) 8:2,3 Robyn (1) 4:9 R-O-B-Y-N (1) 4:10	School (11) 2:5,9, 21 3:5 4:1,8 5:17,20 6:20 7:16,19 schools (5) 6:15 7:2,3,4,5 SCO (1) 5:11 Secretary (3) 2:7 3:19 8:9 Section (1) 6:24 secure (1) 6:4 see (1) 6:6 separate (1) 7:21 serve (1) 2:14 sharing (1) 5:7 SHEEHAN (5) 4:9, 9,17 7:23 8:2 S-H-E-E-H-A-N (1) 4:10 sheet (1) 4:5 sheets (1) 4:4 shows (1) 6:16 signed (1) 4:6 sign-up (2) 4:4,5 size (2) 6:15,22 sizes (1) 6:13 Skyline (1) 6:18 small (1) 6:13 Smith's (1) 6:6 solid (1) 7:14 speak (4) 3:16 4:3,6 8:8 speaker (1) 3:15 speaking (1) 5:19 specific (1) 6:7 spirit (1) 7:13 Stanton (1) 6:17 State (6) 2:17, 20 3:3,7,20 8:12 stated (1) 6:14 state's (1) 3:8 statutes (1) 5:7 stayed (1) 5:4 students (3) 6:17,
L				
lead (1) 7:4 letter (1) 4:13 letters (1) 5:18 like (2) 2:24 4:12 likes (2) 5:8,9				
M	O			
made (1) 3:14 make (1) 4:19 making (1) 7:15 manner (1) 3:24 March (3) 3:3 4:21 5:10 marked (2) 4:16 8:4 me (4) 2:11 4:7, 20 7:22 Meeting (1) 3:7 member (1) 4:11	obligations (1) 4:19 off (1) 8:1 Office (1) 2:5 official (3) 3:5,7,8 open (1) 2:3 opportunity (2) 2:21 7:6 organizations (1) 5:23 original (1) 5:8 other (1) 6:8			

19,21 submitted (1) 5:14 superintendent (1) 7:7 support (8) 4:13 5:5,16,17,19 6:2 7:14 8:2 supporters (2) 4:24 6:10				
	V	3		
	vision (1) 5:24	3 (2) 7:22 8:5 37 (1) 6:19		
	W	4		
T	waiver (1) 7:1 want (3) 6:3 7:20 8:8	419 (1) 5:9 47 (1) 6:16		
	We (14) 3:23,24 4:2,7,12,21 5:1,3,4,18 6:2, 10 7:6,11	5		
	website (3) 3:7,8 6:16	5 (1) 7:3		
	week (2) 5:10 6:4	6		
take (1) 4:2 thank (6) 6:3 7:17,19 8:3,6, 8 their (1) 7:17 them (2) 5:14 7:20 themselves (1) 2:12 There (4) 4:4,5 5:13 8:7 They (2) 5:6,14 throughout (1) 5:2 time (4) 3:1,11 5:12 7:19 Title (1) 6:23 today (3) 2:11 4:19 8:9 today's (2) 3:1,11 together (1) 3:20 tool (1) 5:11 total (1) 6:4 transparency (1) 5:1 true (1) 5:4 two (1) 7:20	wellcome (1) 7:6 whole (1) 6:12 whopping (1) 5:9 wish (1) 4:1 wishes (1) 8:8 written (1) 3:21	6:39 (1) 8:14 60 (1) 5:13 65 (1) 6:18		
	1			
	1 (2) 4:15,16 130 (1) 5:18 14 (2) 6:23 7:3 157 (1) 5:9 17 (1) 3:3 1705A (1) 6:24 18 (1) 3:9			
	2			
U	2 (2) 7:21 8:5 20 (1) 3:12 2014 (3) 3:3,9, 12			
	23rd (1) 5:10 262 (1) 5:8 26-plus (3) 6:17, 19,20 28th (1) 4:21			
ugly (1) 5:3 unique (2) 5:19 6:11 up (2) 5:9,19 us (2) 4:23 6:3				